Statewide Information Technology

2012 – 2014
Strategic Plan

Developed by the
Department of Technology & Information
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Contents

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Message from the State CIO

As the State's Chief Information Officer, one of my most important roles at the Department of Technology and Information (DTI) is setting the strategic information technology (IT) vision for the State. Thus, I am excited to share with you our goals and strategies that are detailed in this fifth edition of the State of Delaware's IT Strategic Plan.

The focus of the IT Strategic Plan for the State of Delaware is to improve the efficiency of government through the use of IT. As Delaware's economy slowly rebounds from the economic crisis years of 2009 and 2010, technology has been a catalyst in helping our state government to continue providing excellent constituent services, while operating under austere financial and resource constraints.

The State of Delaware is a large organization with an annual budget of over $3.4B and nearly 15,000 State employees in the executive branch. DTI is responsible for delivering a full range of information and communication technology services to the sixteen (16) departments within the Executive, Judiciary, and Legislative branches and K-12 School Districts, totaling approximately 33,000 employees. We are committed to continuing to bring the most innovative technologies to our state government and, in turn, to all Delawareans.

One of the primary strategic initiatives we have carried out under Governor Markell's direction is the consolidation of IT resources in state government. Starting with Executive Order 20, enacted in August 2010, DTI has been the lead state agency in identifying redundant functions and resources within various agencies and consolidating them into leaner and more efficient entities. This has led to significant improvements in customer service, service delivery, cost savings, and overall insight into the departments' major projects. The benefits of consolidation are numerous and apparent as we move forward: IT Governance has improved, there is better visibility in major systems from an apps development standpoint and we have already realized $2M in savings.

Information technology is a critical component to operating the State of Delaware; without IT, delivering services to the citizens of this great state would be impossible. Currently Delaware has taken the lead in the areas of Cloud Computing, Cyber Security, Data Management, Continuity of Operations Program (COOP), and improving overall IT governance.

As a government entity, it is important to recognize the hardworking state IT employees and agency leaders. The accomplishments and goals contained in this plan would not be possible without these individuals who actively implement Delaware's IT standards in their daily work. I want to thank the members of the state's IT community for their efforts, and I look forward to working together to deliver even greater value to the citizens of Delaware through the application of technology.

In closing, I would like to emphasize the importance of these strategies and action plans that are critical to enabling efficiencies within government. We want to position the State of Delaware for the future. Strategic planning is a cyclical process, and I am convinced that it will lead to advancing our bold agenda to make IT more efficient and effective for the state employees and citizens.

Secretary James H. Sills, III
State CIO

Message from the Delaware Governor

Technology provides an important role in delivering the services and information that the citizens of Delaware use each day. While we face current economic and budgetary challenges, we have unique opportunities to shape our future. Technology will serve as a critical asset as we move Delaware forward to create more and better private sector jobs, stronger public schools, and a more responsive and cost effective government.

In the following pages, you will find the state's 2012-2014 Statewide Information Technology Strategic Plan, which is rooted in our shared values of integrity, adaptability, teamwork, efficiency, and the goal of excellence. The plan builds upon our previous initiatives and focuses on the goals and strategies for the future of information technology in Delaware. This document outlines how we plan to move forward to better leverage our IT operations by creating a streamlined IT enterprise which could save millions of taxpayer dollars over the next few years.

I look forward to putting our IT Strategic Plan to work for Delaware. I applaud our many information technology professionals for their valuable contributions to these goals and our Strategic Plan. They have my support and thanks for their efforts to advance technology in and improve the quality of life of our great State of Delaware.

Governor Jack Markell

Executive Summary

The 2012 Statewide Strategic Plan streamlines and further clarifies the strategies articulated in the 2010-2012 Strategic Plan. The strategic concepts in the earlier plan have evolved into the following strategic goals:

Business Goals

Goal 1 - Reduce risk via IT consolidation.
Goal 2 - Provide exceptional services to Delaware citizens and businesses anytime, anywhere.
Goal 3 - Deliver efficient and effective technology services and shared solutions.
Goal 4 - Strengthen operations and security through statewide solutions and universal standards.
Goal 5 - Support a talented and engaged workforce - Attract, engage, and retain.
Goal 6 - Pursue Leading Edge Strategies for Apps Delivery
Goal 7 – Leverage the States' Purchasing Power through Governance

The Delaware Department of Technology and Information (DTI) has been at the forefront of technology, leading the way and serving as a central point of coordination and oversight. Together, DTI and the state's IT community have made significant progress in:

- Consolidating the state's IT infrastructure while laying the groundwork for more robust and more sustainable platforms;
- Improving project management practices, oversight, and training; and
- Creating an architectural framework to reduce redundancy and improve operations.

In updating this Plan, DTI staff involved many leading members of the Information Resource Manager (IRM) community to help demonstrate the connection between the state's IT goals and the accomplishment of departments in 2012 and their plans for 2013 and 2014. This Plan reflects a range of input from agency IRMs as well as research on emerging technology and industry trends. This Plan is organized into the following three sections:

- Section I: Overview of IT in Delaware State Government
  This section presents the mission, vision, statewide philosophy, and background on the evolution of the state's IT program, all of which help set the stage for the strategies that follow.

- Section II: Strategies in Action – Accomplishments
  This section describes key IT accomplishments for 2011 - 2012 by the Department of Technology and Information.

- Section III: Linking Goals, Strategies, and Actions
  This section describes the statewide enterprise level goals, strategies, and key high level actions that the state plans to implement, as well as key initiatives planned for 2012 and beyond.

Technology and Business Solutions

Research and development of technology solutions are an important way in which Delaware's Strategic Plan is enabled and implemented. The planning process has consistently included an evaluation and review of the full range of current and emerging technologies feasible and appropriate for implementation. For the 2012 to 2014 period, selecting solutions that support our new and planned future services will be our primary focus.

IT Principles

- Consider cloud solutions first

- Focus on statewide issues and deliver locally

- Deliver, view, and manage data as a state asset

- Manage shared solutions via the state's central IT team.

- Emphasize 'Reuse over Buy' and 'Buy over Build'

- Promote existing solutions to drive adoption

- Deploy products and services that are consistent with the Architecture

- Improve "Speed to Market" in Deploying Solutions

Section I: Overview -- Department of Technology and Information

Delaware's central IT organization, the Department of Technology and Information (DTI), was created in July 2001. DTI's 230 employees are responsible for exercising governance and delivering core services to other state organizations.


DTI Senior Team 2012
Matt Payne (CTO), Bill Hickox (COO), Elayne Starkey (CSO), Mike Hojnicki (CCO), and Secretary Jim Sills

DTI's mission is to provide leadership in the selection, development, and deployment of technology solutions throughout the State of Delaware. DTI Goals include: IT Availability and Reliability, Technology Leadership, and Enhanced Customer Service.

DTI Goals
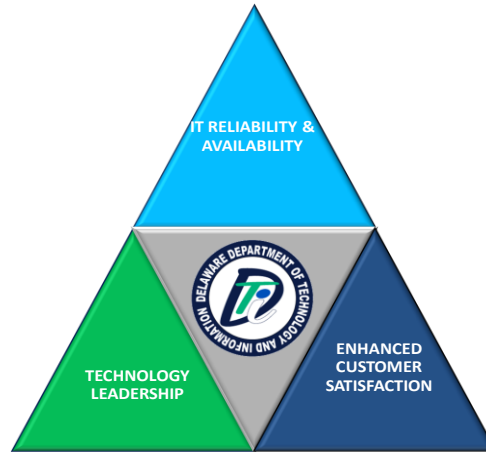
DTI will be focusing on enhancing our governance structures this coming year. This will be accomplished by further tightening down the technology initiatives to ensure we are properly leveraging existing investments and controlling project initiatives to better position the state's technology direction.

There are several other broader initiatives that DTI has been focused on and will continue focusing on in the coming years. The first is our "Cloud First Policy". Cloud Computing has had a highly visible presence in the media and has become a prominent technology and business strategy throughout the IT world. In an effort to produce cost savings, DTI has implemented a "Cloud First Policy" where agencies are encouraged to consider and evaluate the benefits and cost savings of moving their services to the Cloud versus older technologies.

Another trend we are following in IT is Software as a Service (SaaS). DTI is continuing to explore opportunities to leverage solutions built by 3rd party vendors. Going forward, over the next two years, we feel at least 20 percent of new solutions or new projects should leverage the SaaS model which reduces cost and increases speed to market.

After more than 10 years of operation and three years of a consolidated structure, Delaware has advanced to a point where existing commitments and some of the historical structural challenges facing the state can now be addressed.

The required next steps range from continuing to provide existing core services to identifying, assessing, and implementing solutions and technologies that contain transformational potential. The state has reached a unique juncture at which government technology is maturing from operational consolidation to working with State organizations and external partners to drive and enable shared solutions, collaboration, and innovation. This enables the State to reduce risk by moving support to central IT and moving IT from providing just infrastructure to providing solutions.

It takes more than a clear vision of action to carry out a strategic plan for the IT operations of an entire state government, especially a plan that seeks to stretch the boundaries and capabilities of systems and processes currently in place. It takes innovative and fresh approaches to funding and staffing IT.

Section II: Strategies in Action – Accomplishments

DTI has realized many accomplishments in 2011 - 2012 and has key initiatives planned for the future. Our accomplishments include:

- Implemented Cloud based Solutions

- Implemented the Managed Staffing Provider Program

- Developed Technology Roadmaps

- Implemented Data Management Standards

- Implemented Cyber Security Computer-Based Training (CBT) Tool for all Executive Branch Employees

- Initiated the Consolidation of Enterprise IT Licenses

- Achievements in IT Consolidation:

    o Actively engaged in the consolidation process of 10 Executive Branch Departments

    o Successfully consolidated two out of the five, or 40%, of the state of Delaware's data centers

    o Effectively consolidated five Delaware departments desktop and help desk services

- Developed a private Delaware cloud solution and added over 600 physical servers to the virtualized private cloud. These physical servers made up a 262% increase since 2009, and this consolidation has resulted in an estimated cost avoidance of approximately $2.5 million

- Completed 87% of Delaware's Tier 1 organizations Continuity of Operation Planning (COOP) plans

- Established a statewide data management and governance council

- Established Major Project Quarterly Review Process for all projects over $3 million

- Continued our cyber security vigilance and protection over our critical data through the detection and prevention of inappropriate use and transmission of confidential information

- Launched Bring Your Own Device (BYOD) program

- Received International "2012 Strategy of the Year" Award for Delaware's statewide Continuity of Operations (COOP) Program

- 2012 "Best of the Web Cyber Security Website" Winner – awarded by the Multi-State Information Sharing & Analysis Center (MS-ISAC)

Section III: Linking Goals, Strategies, and Actions

In order to keep pace with business needs and evolving technologies, we must constantly upgrade or expand our core services. The efforts in this category are either underway or will be underway within the next two years. These services require extensive planning, training, and funding. The real benefits will come when these are implemented enterprise-wide. We take every opportunity to capitalize on current projects to implement these services and look forward to realizing their full benefits.

Goal 1 - Reduce risk via IT consolidation

IT Consolidation

IT Consolidation leverages existing state investments and resources in order to streamline services and create efficiencies, resulting in cost savings. We are base-lining the existing IT environment of executive branch organizations. This includes asset and current service delivery inventories. These form the basis from which consolidation recommendations are determined. These baselines will be completed within the next two years. Implementations of infrastructure and service delivery recommendations are estimated to be completed within three to four years.

Improving Compliance with State Standards

In order to assess and manage the risk that the State is accepting, we are analyzing the existing waivers to state standards and policies and developing compliance plans in order to bring them in-line with state standards and policies. The waivers will be prioritized according to cost and risk. We are in the midst of prioritizing one key department's waivers, and we will review other organizations' waivers in the coming months.

Project Management Governance

We are expanding the governance of major projects in the enterprise. This will provide a more focused project review process with proven project management standards/processes in order to mitigate risks and issues to ensure successful project implementations. Project Management oversight through a DTI Project Manager, utilizing DTI's defined project management standards/processes, will ensure accountability and transparency in attaining systems/solutions developed to meet the state's need, with fiscal transparency to the citizens.

Global Service Desk

DTI has implemented the consolidation of the state's PC desktop support and help desks into an enterprise shared service model as part of our overall IT consolidation strategy. The shared services model is an operational philosophy that involves centralizing organizational functions. It involves a customer-focused approach to providing IT internally and places an emphasis on efficiency without redundancy. DTI develops detailed Service Level Agreements (SLA) for each agency outlining their business requirements and DTI response levels. By creating these requirements, we are ensuring better service and increased efficiency. To date, 36% of the state agencies' desktop support and help desks have been consolidated under this shared model.

Geographic Information System (GIS) Infrastructure Consolidation

GIS is an enterprise information discipline used to manage, analyze, visualize, and disseminate geographic information. A project is underway to house all public GIS data in one hub. We are researching the best strategies to serve our geospatial consumers while managing and containing costs. Delaware's goals for GIS are to understand key state and departmental priorities and initiatives, identify opportunities to leverage existing GIS investments to help streamline and consolidate resources, and propose recommendations for GIS initiatives and activities aligned with state priorities, strategies, and best practices.

Shared Technologies

We are looking to reduce the number of duplicate IT solutions employed by the State. There are too many solutions like CRM, Case Management, and licensing or process tracking. Each of these systems is made up of common components like Intake and Notification. These components can be written such that they can be used by many different systems.

We plan to do this by working closely with agencies to model processes and be better able to manage our limited resources. This will provide the mechanisms to move us towards standardization and increased re-use.

Business Process Re-Engineering

By taking advantage of shared technologies, the State will be creating technology services using documented and modeled business processes. Another goal will be to offer Business Process Engineering so that we can quickly construct streamlined and flexible application systems that solve multiple organizations' business requirements, while reducing the number of supported application systems.

Goal 2 - Provide exceptional services to Delaware citizens and businesses anytime, anywhere

Expansion – Transparent LAN Services (TLS) Network and Upgrades

To date, DTI has focused on providing the best network to all branches of Government.   We will continue to monitor the needs and to upgrade our Transparent LAN Service circuit speeds and switches over the next two years to keep pace with the new service offerings. In addition, Delaware has been rated the #1 state with the fastest internet connection speed.   According to the Internet provider, Akamai's, quarterly State of the Internet study released August 2012, Delaware has an average connection speed of 10.2 megabits per second. That is nearly 9% faster than the average speed of the state with the second fastest Internet connections.

Mobile Apps to Improve Worker Productivity

With the several hundred thousand mobile applications on the market, identifying the ones that will work for the State will be one step in maximizing the use of these devices. In addition, we are also looking to write simple mobile apps that make it more efficient and easy to interact with the State and use our services. By utilizing these types of apps, both the public and our state employees will benefit. For example, in the past, employees would require a clip board, paper, and pen; however, today, with the increased use of iPads and iPhones, workers have increased their productivity and efficiency. We will be searching for opportunities to mobile-ready our key production mainframe applications. We will expand our applications development portfolio to include support for the myriad of mobile devices on the market today.

Social Media Enterprise

Improvements to our citizen notification services are being pursued. Our social workers and eligibility analysts, among others, need to communicate with their clients in ways that will work best for them. If not managed, this will result in collections of expensive and confusing solutions. Research into the solutions of other states will allow us to take advantage of their lessons learned. From this research, we will propose a management structure that will afford us the needed social media oversight, planning, and funding that best benefits our citizenry.

Notification Services

The State continues to improve its communications with our citizens by following a path to "Your device, your message, your way, at your time". This approach provides services via automated voice, text, e-mails, or instant messaging delivered to the devices of the citizens' choice. Currently, the State utilizes several notification services, each requiring the citizen to access multiple sites and use different logon credentials. Our goal is to consolidate as many notification services as practical and reduce the burden on our citizens.

Expand WiFi in State Facilities

We are expanding Internet access at state facilities in order to accommodate the increased bandwidth requirements produced by the expanding use of mobile and bring your own device (BYOD) devices. This is a new service that will provide our citizens more access points to the Internet, when they are in state facilities.

Citizen Relationship Management (CRM)

The State has a variety of approaches and solutions that help to manage their interaction with customers and citizens. The State will pull together resources from across the state to develop an approach to consistently managing their interactions and services to citizens. We are moving towards the ability to span our siloed infrastructure and understand how an individual citizen relates to the State, not just an agency. Various agencies and programs have their own versions of CRM, but what is needed is an overall view of a citizen. This will enable us to customize our relationships and improve services while focusing on the most effective use of money and time. An example of a statewide CRM solution that would benefit DHSS' New Eligibility System would be a citizen-centered CRM system that incorporated program information from such agencies as Department of Labor, Kids Department, or private providers. This type of solution may require the dynamic flexibility that a CRM cloud provider could offer.

Goal 3 - Deliver efficient and effective technology services and shared solutions

ERP Enhancements

DTI is upgrading our ERP system in order to maintain application support from Oracle and utilize the increased functionality. This upgrade will result in mostly minor changes to ERP and will impact all state organizations. Many of the functionality changes will be minimal, only affecting the look and feel of the application and providing more "one-stop" options. To continue to leverage this platform we plan to implement the following functionality in the near term: Time and Labor for the remaining executive branch departments, data warehouse and reporting solution, eProcurement including shopping cart functions, and more self service / automated password reset features. We are moving the various ERP instances into level 7 data centers to reduce cost, risk, and complexity. We are also exploring software and hardware consolidations.

Private Cloud/Public Cloud

We are upgrading the virtual co-locate infrastructure and expanding data center capacity. One of our goals is to improve the cost-effectiveness of housing the state's servers in secure, managed facilities using DTI's virtual infrastructure. The use of this virtual environment has created Delaware's secure internal private cloud which will further reduce equipment, space, and energy costs. The State can benefit greatly by managing cloud service providers. Security and privacy of data are of great concern in an externally hosted environment. Our initial approach is to manage risk by placing public data in an external cloud. We will continue to house non-public data internally until such time that security becomes a business driver for cloud providers. We will then, utilizing risk management, begin to move selected non-public data to external cloud service providers.

Collaboration Technologies

To reduce travel time and expense while improving collaboration, we continue to look for improvements to the way we work. This includes live video conferencing, instant messaging, desktop video, and document sharing among others. We are investigating Enterprise Paging services (EVS users) to expand our collaboration ability. Combined with additional telework-related technologies which may include enhanced Instant Messaging, "find me" phone technologies, and

expansion of remote devices, we expect the opportunities to work remotely to increase substantially over the next several years.

Identity Access Management (IAM)

DTI provides an enterprise Identity Management service (IAM) available to applications across the state that require user authentication. IAM will enable users to access multiple applications with a single username and appropriate credentials, while also releasing the individual applications from the burden of internally-developed user authentication. The rich features of IAM will enable user self-management for password management and application connection. Through efficient on-boarding, DTI anticipates a rapid growth of applications beginning in 2013 with the initial focus on public-facing systems.

Document Management

Document control management will bring the added benefits of reduced costs and increased accuracy. This is an enterprise problem, not just an office or organization problem. In order to more effectively manage our documents, videos, and voice assets, we need tools and training. To that end, we are working on a strategy that is manageable and cost effective. In addition, we are implementing software that allows reports to be securely accessed on-line and reduce the amount of paper that the state uses.

Information Technology Infrastructure Library (ITIL) Framework Improvements

We want to develop the Best IT Infrastructure Library Practices for the state of Delaware. These improvements will aid us in governing our internal processes, and automating the detection of changes in the production environment will help us to better manage our infrastructure. To further maximize efficiencies, we are looking to retrain our staff in ITIL. While change is inevitable, disruption from change can be avoided by proper management and controls. DTI is enhancing its change control and asset management toolsets to reduce IT costs and to improve planning and investment strategies.

Enhanced use of Voice Over Internet Protocol (VoIP)

Since 2010, Delaware has increased the use of VoIP by almost 50% and is positioned to migrate the balance of the users over the next several years. We are currently building out an enterprise wireless network to support both internal and external users across all three branches of government.

Mobile Device Management (MDM)

We are looking to improve the state's mobile device management solution by adding the ability to manage tablet devices. As such, we have implemented a Mobile Device Management (MDM) solution that administers remote devices across the enterprise, covering all technologies such as iOS, Android, Google, and Microsoft. It is anticipated that this service will expand as all device renewals are being incorporated into the MDM solution. Within the next two years, we expect all remote devices to be managed through this solution.

Virtual Desktop Infrastructure (VDI)

A VDI proof of concept is currently being looked at as a substitute for conventional desktops. VDI devices can be locked down and therefore improve compliance in heavily regulated situations. Other possible uses for this are training rooms, kiosks, and similar situations where users have identical desktop configurations and don't need the flexibility of a PC.

Goal 4 - Strengthen operations and security through statewide solutions and universal standards

Network Security

Security Threat Response Manager (Intrusion Detection System (IDS) services – log review & monitoring) is in the planning stage. This will increase our ability to see and stop cyber-attacks much quicker than before. The increasing use of mobile devices makes IP-based firewalls an inefficient technology to secure our information and adhere to compliance requirements. Firewalls that are role and profile-based provide a way to adapt to the demands of the mobile device phenomenon and allow us to better manage compliance while reducing overhead.

Cyber Exercise/Outreach - Information Security Awareness and Training

We will continue to grow the nationally-recognized Delaware Security Awareness and Training Program by adding new training offerings for state employees and finding creative ways to improve our security posture and strengthen the weakest link — our PEOPLE. Promoting awareness of cyber security risks increases our ability to defend ourselves and protect state data and infrastructure.

Disaster Recovery Services and Continuity of Operations Planning (COOP)

When disaster strikes our citizens, they need our services more than ever. In order to be able to adequately respond, we are constantly looking for better ways to recover. We continue to improve upon DR/COOP cost effectiveness, while retaining or improving our risk situation. Cloud providers and cooperatives with other states are two possibilities that we will be researching. In addition, going forward, we will continue to focus on completing COOP Plans for Tier I and Tier II agencies.

New Authentication Methods

Our current firewall rules use the Internet Protocol (IP) address as part of the security assessment process. With the proliferation of mobile devices and BYOD, the number of devices needing access will grow exponentially. Management by IP address is no longer practical. Therefore, we are moving to User Access Control where the user, not the IP address, becomes the focal point. For those needing tighter security, we are moving to soft tokens for two-factor authentication and away from the hard tokens. The soft token applications will be licensed by the State and will relieve the State from the overhead of buying, tracking, and replacing the hard tokens. These soft tokens will be useable on smart phones, tablets, laptops, and PC's.

Internet Redundancy

This addresses the need for Internet access fail-over protection by creating redundant Internet access points With the current and increasing dependence on the Internet, this capability is critical to ensuring uninterrupted service to the citizens and partners of the State.

User Accessible Archiving Solution

Data that is no longer current, but still needs to be infrequently accessed, is typically stored on either tape or on on-line disk in multiple copies of the same data. When stored on tape, the response time to gain access to the needed data is quite long, and when stored on on-line disk, it is very expensive, in part due to the many copies of the data. We have employed a solution for storing de-duplicated e-mail and VOIP data on less expensive disks which solve the problems of response time, duplicated data, and high cost. We are exploring the use of this technology for other types of data.

Network Vulnerability Scanning

We plan to improve the security of the assets on state networks and the data by enhancing the Statewide Network Vulnerability Scanning and Penetration Testing Program. We will provide our Information Security Officer Team with the tools to meet the Security policy requirement to scan their critical systems and desktops, which provides valuable information about the vulnerabilities that exist on their servers and desktops.

Goal 5 - Support a talented and engaged workforce - Attract, Engage, and Retain

Educational Opportunities

The State will provide education and certification opportunities for relevant technical personnel, security management, project management, and organizational change management. When possible, the training and education courses will be offered on-line to minimize the constraints of time and location.

Succession Planning

The State will develop a strategy, with specific recommendations, to address succession planning for the critical IT roles. These plans will help to mitigate any risks associated with the transitioning of new IT professionals into a critical IT role.

Information Resource Manager (IRM) Outreach

DTI hosts bi-annual briefing sessions with each state agency's Executive Branch Information Resource Manager (IRM). The purpose of these meetings is to engage the IRMs to collaboratively discuss their ideas, suggestions, and concerns and to answer any questions they may have. This has been an important step in strengthening our working relationship with the IRMs so we can move IT forward throughout the state.

Expand Recruitment Strategies

DTI acknowledges and values the diversity of our employees. DTI recognizes that fostering a diverse workforce provides remarkable benefits in terms of innovative thinking, increased collection of skills and experiences, greater teamwork, and higher morale. We take pride in our achievements and recognize our differences are valuable.

DTI Team of the Year 2012 – The Townsend Data Center Move Team

Goal 6 – Pursue Leading Edge Strategies for Data Management and Apps Delivery

Data Management and Governance (Data Integration Hubs)

The Data Governance Council was established in January 2012 to put a greater focus on the management and governance of data within the state. The State recognizes that data is an enterprise asset that can be leveraged and managed to allow the state government to operate more efficiently and effectively. The council is responsible for implementation of a statewide data strategy to enable an efficient government to make right decisions with the right data, irrespective of organization. Data integration hubs will be implemented to reduce redundancy of data and to move toward the concept of a master data source.

Business Intelligence

We are adopting a Data Management discipline in order to provide improved service to citizens. Using Data Management, we can better understand our data. With a better understanding of the data, we can combine it into warehouses from which we can draw complete pictures of our citizen services. With these pictures, we can better know where our resources should be spent.

Project Portfolio Management (w/Dashboard and Project Prioritization)

The introduction of a new Project Portfolio Management (PPM) tool to centralize all project requests, resource allocation, and alignment of priorities will further the project governance model and reduce redundancy, optimize resource allocations, and reuse/leverage systems. The implementation of a Project Portfolio Management tool will further the transparency and follow through of all IT project requests. The PPM roles and tools will be instrumental in ensuring we have that visibility and input to ensure that the state's best interests are served.

Application Modernization

Application modernization on the enterprise level occurs within funded agency projects. Going forward, DTI will be actively involved in large scale agency modernization efforts from a project/program management discipline. At a minimum, DTI will continue to provide architecture review for applications and ensure that the apps are modernized using data and process design tools. DTI will continue to expand our Java and .NET environments, in particular, rewriting selected Natural mainframe code into Java. We are exploring the feasibility of enhancing key mainframe applications so they can be more accessible by new technologies and in-line with current market skills.

Leverage Organizational Change Management (OCM) in all Large Scale Projects

We continue to improve a systematic proven methodology that encompasses the "people side" of making change happen. Using a comprehensive process to engage people at all levels in the enterprise, we aid the transition from a present state to a desired future state helping to ensure project success. OCM's tasks are being expanded to include the consolidation efforts and major projects.

Strategic Sourcing with App Dev/Web Development

As with any organization in the world, the State is reliant on emerging technology to deliver more productive services faster. The State will continue to improve the functionality, reliability, and sustainability of its core services. With the rapidly changing technology landscape, the State must continue to explore and develop new ways to deliver services to the organizations within the state of Delaware and to their customers.

Goal 7 – Leverage the States' Purchasing Power through Governance

Procurement – (Supply Chain Management - SCM)

The State's definition of SCM includes Vendor Management, Contract Management, and Service Level Agreement Management. As we move to external cloud providers, SCM becomes crucial to our ability to remain operational, compliant, and flexible. We are looking for a tighter relationship between DTI and our partners and are studying how this can be achieved using re-training and re-tooling of our technology workforce. Our goal is to implement enterprise-wide SCM. With it, we can curb complexity, reduce risk and costs, and improve service, while ensuring compliance to contracts and agreements. Our goal is to provide an enterprise-wide SCM framework that can be utilized for all IT suppliers, giving the State better control over IT assets and expenditures.

Funding Model Improvements

In order to move the State forward to standardized use of our IT infrastructure, we need to improve our ability to track where money is spent on IT initiatives. In order to accomplish this, DTI's direction is to play a more integral part in technology-related fiscal decisions. The current Funding-by-Project model places us in a catch-up role in responding to business needs. Once a project is kicked off, IT does not have the time, training, or money to drive adoption of new technologies required by the business. We are working towards a funding model that will enable us to be prepared to offer new or different technology solutions.

Vendor Management and Procurement Education for Departments and IT Staff

DTI is dedicated to the challenge of improving Vendor Management capabilities and practices in the Delaware government environment. In addition to teaching new skills, significant changes are needed in process, procedure, and practice. This initiative includes establishing a vision and strategy, updating procurement office standards, using consistent vendor selection and performance monitoring practices, and effective communications.

Moving Forward

In the coming years, Delaware will continue to advance the technology needed to drive business solutions. Ongoing collaboration and partnerships, responsive solutions, and increased citizen involvement will be facilitated through the innovative use of technology. Delaware has made significant progress with our IT consolidation, and we will continue to identify redundant functions and resources within various agencies and consolidate them into leaner and more efficient entities.

The Delaware Department of Technology and Information will take a leadership role in the way the state delivers programs and services by advancing new ideas and pursuing collaborative partnerships. Building on the direction established in the 2010 - 2012 Strategic Plan, this plan refines the technology vision, goals, and strategies that will strengthen and advance the progress made in delivering exceptional technology to all of Delaware.